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January 26, 1998

SENT VIA E-MAIL

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SUBJECT: Promotion Assessment

In an effort to improve both the effectiveness and efficiency of our promotions, a Promotion Effectiveness Team has been created here in Winston-Salem. This team consists of members from Sales, Marketing, and Promotion Operations, so that all elements of a promotion can be evaluated. What we really need, in order to complete this backside assessment, is your street-level observations. We will need input from you and your managers, regarding our current promotions, in order for us to complete these evaluations. This input should/could cover the following areas:

Direct Account Level

- Issues with packing the promotion
- Issues with billing (from RJR or to retail)
- Reason(s) for any widespread problems with meeting executional time frame
- Reporting issues
- VAP payment issues

Retail Level

- Does the display/POS provided with the promotion provide adequate consumer impact?
- Is the packaging/sleeves impactful enough?
- Consumer reaction to the promotion; do they understand the offer?
- Retail sell-thru; is the offer compelling enough for the consumer?
- Any problems/issues the retailer has with the promotion.

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You should also feel free to include comments, ideas, or suggestions in any areas not outlined above. What we are looking for is a topline qualitative analysis, of each of our promotions, with recommendations for improvement where necessary. All areas do not need to be addressed for each promotion, only the ones that you feel are relevant, from a positive or negative perspective. In addition, it is perfectly acceptable to indicate no changes necessary for the entire promotion. Please feel free to include anything you would like me to communicate to the Brand regarding the promotions/programs.

I would appreciate you forwarding your comments to me on the first week of each month, covering the promotions worked during the previous month. I realize the turnaround time for your first response is short, but please provide as much input as possible.

Hopefully, with your input, we can develop more effective promotions that maximize our business. Call if you have any questions.

Sincerely,

Don

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